# 11. Organizational Excellence Goal

***"Advance the Department's ability to manage for results and innovation"***

## 11.1 Outcomes

1. Improve customer satisfaction

2. Improve employee satisfaction and effectiveness

3. Improve organizational performance and productivity

## 11.2 Strategies

Under Secretary Slater's leadership, we have adopted a management philosophy that aligns all of the Department of Transportation's units under a common vision and shared sense of purpose. Operating as ONE DOT allows us to work better together as a single integrated team to achieve our strategic goals.

Our organizational excellence goal builds upon the central ONE DOT management strategy we advanced in our 1997-2002 Strategic Plan. ONE DOT has allowed us to create and communicate our goals and key priorities to all employees becoming a truly visionary and vigilant Department of Transportation. The synergistic effects of better teamwork and a better-aligned organization are evident even as we raise the bar of performance.

We met the Y2K challenge, the first global challenge of the information age, by working cooperatively with our public and private sector partners domestically and abroad. U.S. transportation systems functioned normally as the world transitioned into a new century and a new millennium. We have surpassed our one million goal for introducing youth to career opportunities in transportation through our Garrett A. Morgan Technology and Transportation Futures program.

In the management area, 1999 was the first year that DOT's financial statements received an unqualified audit opinion from our Inspector General. This achievement affirms the Clinton-Gore Administration's focus on improving the management of the federal government. Most significantly, we have made progress in meeting the challenges of transportation safety, President Clinton's and Vice President Gore's highest transportation priority: Seat belt and child safety seat use are at all time highs, fatal highway crash rates in general, and alcohol-related fatal crashes in particular, are at all time lows since records began in 1921; and highway-rail crossing incidents have been reduced by double digits for two consecutive years.

With this new strategic plan, we are raising the bar of performance for the Department. Using the SWOT technique,[1] we developed three organizational outcomes we want to achieve in the next five years: improved customer satisfaction; improved employee satisfaction and effectiveness;

[1] SWOT stands for strengths, weaknesses, opportunities and threats.

and improved organizational performance and productivity. Making improvements in these key areas will require a strong, universal commitment to improving customer satisfaction with the operation of the transportation system as well as with the services we provide. Achieving higher levels of customer satisfaction demands attention on how we communicate with our customers and our own workforce, how we implement our programs, and how we recruit, develop and motivate our workforce.

We will employ six strategies to achieve our organizational excellence outcomes[2] and enable us to accomplish our strategic goals, outcomes and strategies. We will 1) exert leadership throughout the transportation enterprise by articulating a vision and setting future direction; 2) provide top-quality customer service; 3) achieve results by empowering our employees to realize their full potential; 4) set the standard for e-government; 5) improve our services and processes through innovation, new technology and proven management techniques; and 6) accelerate the use of new transportation technologies.

Our organizational excellence strategies are targeted to specific outcomes. The resources and programs listed in DOT's Performance Plan and budget are necessary to achieve the organizational excellence outcomes and execute the strategies. Each year, DOT reassesses its performance goals and targets based upon appropriations. The schedule for executing the strategies extends from the present through 2005. Our strategies provide details on how we will continue to benchmark and improve processes and move quickly toward electronic government to improve our efficiency and customer service.

**11.2.1 Leadership Strategies:** Form a leadership team to articulate a vision and set future, strategic direction for the transportation enterprise based upon customer and stakeholder feedback, evaluation of our programs, and consideration of factors that could affect the achievement of our goals.

a. Communicate a clear and consistent message that we are committed to our customers, our values and our vision, mission and goals. (Supports outcomes 1-3)
b. Work together as a ONE DOT team, bridging across modes, to achieve our strategic goals. (Supports outcomes 1 - 3)
c. Make innovation an integral part of DOT's culture by rewarding and providing incentives for the adoption of new ideas, streamlining processes, and expanding use of technologies that increase the effectiveness and efficiency of our operations. (Supports outcomes 1 - 3)
d. Provide leadership within the federal government for transportation issues and, within DOT, align the priorities and resources of the operating administrations with DOT's strategic goals. (Supports outcomes 1 - 3)

**11.2.2 Customer Satisfaction Strategies:** Develop a Department-wide customer satisfaction system that provides a framework for consistent and compatible data collection using a common set of measures to assess both the transportation system's and DOT's ability to meet customer needs.

a. Conduct effective two-way communication with all customer segments to understand their needs and changing priorities. (Supports outcomes 1 and 3)
b. Use customer information gathered from the National Transportation Omnibus Survey and other feedback methods to identify trends, opportunities and

[2] DOT's six organizational strategies generally parallel the Baldrige criteria for organizational excellence which can be found at www.baldrige.com/CRITERIA.HTM

performance gaps to target areas needing improvement. (Supports outcomes 1 and 3)

c. Benchmark with the best in government and business continuously to improve customer service delivery, policy and program decision-making and to guide and influence the development of performance goals for the transportation system and for DOT services. (Supports outcomes 1 and 3)

d. Improve customer service tools, training and systems to assist employees in delivering programs and services that increase the satisfaction of the American public with the transportation system and DOT programs and services. (Supports outcomes 1 - 3)

**11.2.3 Human Resources Strategies:** Develop an integrated system of human resources programs and activities that makes best use of our human capital to support DOT's goals while empowering individual workers to realize their full potential.

a. Sustain a diverse, highly skilled workforce that will achieve our goals with a strong customer focus and a commitment to excellence.

b. Expand workforce planning, including succession planning, for retirements in the next 10 years to ensure that DOT's staff has the skills and transportation competencies to accomplish our goals.

c. Strive to meet the needs, expectations, and preferences of our employees by:
   - Measuring employee satisfaction regularly;
   - Benchmarking techniques that identify areas and standards for improvements and taking actions to make improvements; and
   - Expanding investments in worklife improvements such as transit benefits, rotational assignments and telecommuting. (Supports outcome 1)

d. Eliminate artificial barriers to the advancement and full contribution of all DOT employees. (Supports outcome 2)

e. Link employee performance and incentive awards to the achievement of the DOT's strategic and performance goals. (Supports outcomes 1 - 3)

f. Support continuous learning for all DOT employees through distance learning and traditional institutions to develop and update the competencies they need to accomplish the Department's strategic and performance goals. (Supports outcomes 2 and 3)

g. Strengthen Labor-Management partnerships throughout the Department and create a positive labor-management climate by supporting the DOT Labor Management Partnership Strategic Plan. (Supports outcome 2)

**11.2.4 Information and Technology Management Strategies:**

a. Harmonize new and existing data and systems to ensure compatibility, security, and reliability. (Supports outcomes 1 - 3)

b. Serve the public's information and service needs around the clock by making e-government a reality. (Supports outcomes 1 - 3)

c. Make doing business electronically the standard means of performing internal DOT services and processes. (Supports outcomes 1 - 3)

**11.2.5 Strategies for Resources, Business Systems and Processes:** Systematically apply proven management techniques, innovative approaches, and current technology to our processes.

a. Link DOT's budget process to results by using performance information to make system-based resource decisions. (Supports outcome 3)

b. Make sound capital investment decisions that contribute to the achievement of DOT's mission and strategic goals and that are integrated with the planning, budget, acquisition and program management processes. (Supports outcome 3)
c. Meet the highest federal standards for DOT facilities in terms of accessibility, safety and security. (Supports outcomes 2 and 3)
d. Produce fair and accurate financial statements to: establish accountability for DOT assets; improve financial credibility for DOT budget requests; support sound management decisions including cost-benefit analysis and program evaluation; and establish a basis for user fees. (Supports outcome 3)
e. Increase the timeliness, transparency and fairness of DOT's legal and regulatory processes through more innovative and collaborative approaches. (Supports outcome 1)
f. Provide best value products and services that advance DOT's strategic goals through world-class acquisition and grants business processes. (Supports outcome 3)

**11.2.6 Strategies for Innovation, Research and Development:** Accelerate the use of new technologies and foster long-term and high-payoff enabling research.

a. Provide leadership within the federal government for transportation R&D, and within DOT, align R&D sponsored by the operating administrations with DOT's strategic goals. (Supports outcome 3)
a. Ensure a balanced R&D portfolio that addresses the critical, long-term transportation needs of DOT and the nation through an annual National Research Council peer review of DOT's R&D proposals. (Supports outcome 3)
c. Leverage long-term research within the Department and across the federal government by bringing together communities of common interest, including DOT's University Transportation Centers, identifying areas for collaboration, and implementing a long-term transportation research and education program for the nation. (Supports outcomes 1 - 3)
d. Eliminate regulatory and legal barriers that slow the innovation process and the deployment of new technology. (Supports outcome 3)
e. Develop and extend public-private partnerships to enable greater information diffusion, quicker product development and faster rates of learning. (Supports outcome 3)

## 11.3 Management Challenges

The strategies articulated in the preceding section represent our approach to future performance challenges. Additionally, the GAO and the DOT OIG have identified organizational areas needing management attention. These areas are computer security, financial accounting, FAA financing, and implementation of the Government Performance and Results Act (GPRA).

### 11.3.1 Computer Security

The OIG has noted that a 1997 study by the President's Commission on Critical Infrastructure Protection resulted in the issuance of Presidential Decision Directive 63 (PDD-63) requiring that the Nation's critical infrastructure, both physical and cyber-based, be protected from intentional destructive acts. The OIG observed that PDD-63 specified two deadlines – having an initial operating capability to protect critical infrastructure by May 2000 and a full operating capability by May 2003. While 110 of DOT's systems have been classified as infrastructure-critical,[3] the costs associated with fixing vulnerabilities associated with these systems, could be significant. Fixing computer vulnerabilities may require system reprogramming or facility upgrades. Considering the funding constraints, DOT needs to focus on risk/vulnerability assessments, and use these assessments as a basis to prioritize the work.[4] The National Security strategic goal, Section 10.3.2, addresses related computer security management challenges.

**DOT has acknowledged** that risk assessments are an important step and will be conducted for all PDD-63 systems. The DOT agenda includes the following milestones in support of outcome 3 to ensure that DOT systems are adequately protected by the deadline of May 2003.

> *Milestone: 100 percent of risk assessments will be completed by November 2002.*
> *Milestone: 100 percent of remediation and testing will be completed by May 2003*

While FAA and USCG are the only DOT operating administrations (OAs) that have IT assets that meet the criteria of PDD-63,[5] other OAs are developing plans to assess their assets as required by OMB Circular A-130. DOT has established an IT Security Policy that requires all DOT IT systems to identify vulnerabilities, evaluate and mitigate these where justified, and then test and certify that adequate protection has been implemented. Therefore, the DOT agenda includes the following milestones in support of outcome 3.

> *Milestone: By September 30, 2000, DOT Office of the CIO will develop an overall IT Security Program Plan for DOT.*
> *Milestone: By September 30, 2000, DOT will provide IT Security Awareness Training to 100 percent of our workforce*
> *Milestone: By March 30, 2001, DOT OAs will develop an overall strategy/plan for ensuring their IT assets are in compliance with OMB Circular A-130.*
> *Milestone: By September 30, 2001, DOT will assess, test, and certify no less that 25 percent of our IT assets.*

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[3] DOT has 609 mission-critical systems used to support core business functions. However, only 110 systems have been identified as infrastucture-critical because they are "…essential to the Nation's defense, economic security, or public confidence…"

[4] See National Security Management Challenges (Section 10.3)

[5] See section 10.3.2

### 11.3.2 Financial Accounting

In December 1999, the OIG placed financial accounting/Chief Financial Officer Act as one of its Top 12 management issues because DOT had been unable to get an unqualified (clean) audit opinion on its financial statements. Since then, OIG completed its audit of the DOT FY 1999 Financial Statements and rendered a clean opinion.

**DOT has acknowledged** that the remaining issue is for DOT to replace its Departmental accounting system with a state-of-the-art financial management and accounting system. Therefore, the DOT agenda includes the following milestones.

> *Milestone: DOT plans to fully implement such an accounting system supported by procedures and controls by June 30, 2001.*
> *Milestone: FAA will implement the DELPHI financial system by 2001.*
> *Milestone: FAA will integrate the Cost Accounting System (CAS) DEPPHI, and future Property system(s) as part of a wide scale financial system. FAA will link CAS information and the Financial Statement of Net Cost to FAA performance measures in conjunction with the DOT Strategic Plan by FY 2002.*

### 11.3.3 FAA Financing

A three-year FAA Reauthorization Bill was signed in early 2000. It provides higher levels of funding for FAA's capital programs for three years. Additional management controls will be put in place to make FAA management of air traffic services more businesslike. Prior to the passage of the bill, the OIG observed that FAA must spend and manage whatever resources it receives more efficiently than it has in the past. FAA must develop fiscal and management tools to operate like a business. Issues to be addressed include managing the rising costs of operations, establishing a labor distribution system to capture costs for air traffic controller and airway facilities maintenance labor, and producing accurate financial information and data.

**The FAA has acknowledged** that it must develop the fiscal and management tools it needs and has included the following milestones to address these issues in support of outcome 3.

> *Milestone: Sustain the clean audit opinion received from the OIG in 1999. This will include implementing a DOT-wide accounting system in 2001 and the implementation of a new system closely integrated with the accounting system to substantiate the value of property, plant, and equipment. These steps will help FAA establish accountability for its assets, improve financial credibility for its budget requests, collect accurate data to support sound management decisions, and establish a basis for user fees. (FY 2000-2005)*
> *Milestone: Develop a multi-year business plan to link FAA programs to performance metrics and to resource requirements. This will compare forecasted business expectations of FAA users with realistic assessments of available FAA budget resources. Realistic tradeoffs can be considered and plans developed. (FY 2000)*

*Milestone: Complete implementation of a baseline Cost Accounting System in 2002, including appropriate labor distribution. Cost accounting data for FAA services such as En-Route or Oceanic services can be linked with performance data to benchmark service delivery points, and begin analysis of differences between facilities. This will help FAA manage resources and allocate costs among programs. (FY 2002)*
*Milestone: Institute a monthly Performance Report as a vehicle for FAA top management review of financial and performance data. This will help FAA monitor budget and program execution with an eye to cost containment and improved short-term performance. The first report will be issued in June 2000 and will grow in scope and quality as the reporting and analytical processes mature. (FY 2000-2001)*

**11.3.4 Government Performance and Results Act (GPRA) Implementation**
The OIG has noted that GPRA requires federal agencies to develop five-year strategic plans, annual performance plans and annual performance reports. He further noted that DOT's first strategic and performance plans were rated by Congress as the best in the Federal Government. To continue this success, DOT needs to improve the reliability and timeliness of its performance data.

**DOT has acknowledged** that increasing the validity, reliability, timeliness and comparability-over-time of performance data will be a challenging task. Armed with three years experience implementing GPRA, DOT's strategic planning team understood the criticality of the relationship between our Strategic Plan and our Performance Plans and Reports. The team discussed at some length the interrelationship among outcomes, performance measures and data capacity. We concluded that we wanted outcomes and performance measures that were most relevant to our customers regardless of the difficulties we might encounter in measurement. As a consequence, DOT has included a data improvement strategy under each strategic goal. Moreover, this strategic plan includes several refinements of the outcomes we used in our 1997-2002 Plan and new outcomes that we believe will better show our progress in achieving our strategic goals. For the first time, we have adopted outcomes for our organizational excellence goal. These refinements will affect the measures that are used in DOT's Annual Performance Plans. To improve DOT's data capacity, the BTS is leading the development of standards for DOT's data, training people in the collection and interpretation of transportation data, and coordinating data series among operating administrations.

In summary, we accept the considerable challenge we have in increasing the validity, reliability, timeliness and comparability over time of the performance data we will use to support GPRA. Our data improvement strategies throughout the plan reflect a commitment to a continuing effort in DOT, as each performance plan has advanced the understanding and presentation of performance data. The Office of the Secretary will lead the development and refinement of performance measures, and BTS will lead the effort to improve the data and its presentation. Therefore, the DOT agenda includes the following milestones in support of outcomes 1-3.

*Milestone: By December 31, 2000, draft data quality standards will be completed and available for review on the BTS web site.*

*Milestone: By March 31, 2001, we will have past-year data for every measure in the performance report, we will have confidence intervals associated with each measure, and we will have developed statistical tools to help evaluate and formulate DOT's performance goals.*
*Milestone: By December 31, 2001, leading indicators will be available for DOT strategic goals and most DOT performance measures, to help anticipate trends in each of these outcomes.*
*Milestone: By March 31, 2002, we will complete an assessment of data quality for the major data collection systems in DOT, and we will document the major sources of error in all of DOT's performance measures.*
*Milestone: By December 31, 2003, consensus data standards will be in use throughout DOT.*

## 11.4 Completed Program Evaluations

The evaluations presented below addresses key management areas within the Department: use of IT to improve customer satisfaction and reduce paperwork; the FAA Accountability Board; and assessments of FAA acquisition reform.

**11.4.1 FAA's Airmen Certification and/or Rating Application (ACRA) System:** To assess the validity of the use of IT to reduce the information collection burdens imposed on the public, a process program evaluation was conducted on the FAA's ACRA system. The ACRA system is used to certify that airmen meet required training and flight time criteria. The evaluation compared the manual and automated processes by measuring the results achieved with respect to reducing paperwork burden, enhancing customer satisfaction, and improving efficiency and productivity. The results demonstrated that the application of IT could be useful in reducing the paperwork burden on the public, enhancing customer satisfaction, and improving efficiency and productivity. In addition, the results of this evaluation suggest that the application of IT on other information collections could have similar improvements. We considered the results of this evaluation in developing our information and technology strategies in section 11.2.4 in support of outcomes 1, 2 and 3.

**11.4.2 Accountability Board:** A team of 12 FAA employees conducted an independent evaluation of the first year of the FAA Accountability Board. The Board provides a quick and informal process of oversight to FAA managers to ensure that allegations of sexual harassment or misconduct are dealt with timely, consistently, and fairly. The longitudinal evaluation, completed in October 1999, compared the results of the 1997 Employee Attitude Survey to the evaluation team's survey of more than 1,800 FAA employees. The team found a 50 percent reduction in the number of supervisory and non-supervisory employees reporting that sexual harassment is a problem in the FAA workplace. Based in part on those results, the Board's scope is being expanded beyond sexual harassment and misconduct of a sexual nature to include other areas of harassment or discriminatory behavior. The results of this evaluation were considered in development of strategies 11.2.3.a, c, and d in support of outcome 2.

**11.4.3 Booz-Allen & Hamilton Independent Assessment of Acquisition Reform:** Booz-Allen & Hamilton, in a study mandated by Congress, found that FAA has made significant progress since adopting the Acquisition Management System (AMS) on

April 1, 1996. Specific achievements include overall improvement in the acquisition management process, reducing time to contract awards by more than 50 percent, an increase in competitive awards, more awards based on best value, and greater emphasis on the use of COTS/NDI solutions. Booz-Allen & Hamilton also recommended continued management attention and focus by ensuring that the AMS and other reform initiatives are compatible, by clarifying organizational roles and responsibilities and encouraging staff development and training. This evaluation supports strategy 11.2.5. f and outcome 3.

**11.4.4 Internal Evaluations of FAA Acquisition Reform – The First, Second, and Third Years:** (April 1996-March 1999) The FAA has conducted internal evaluations each of the first 3 years of Acquisition Reform. The first year report found measurable progress in implementing the Acquisition Management System, reduced procurement times, cost savings to industry, and an increase in obligations to small business. It also found a decrease in obligations to socially and economically disadvantaged businesses, problems with the new dispute resolution process, a lack of consistent measurement capability, and minimal progress in establishing a full life-cycle cost perspective.

The second annual evaluation set objectives and evaluated the six program areas of Mission Analysis, Investment Analysis, Baseline Management, the Joint Resources Council, the Integrated Product Development System, and Procurement. The evaluation concluded that the Acquisition Management System (AMS) "…has been in place for two years, and the FAA has made significant progress toward implementing procedures designed to achieve cost and schedule goals. After the second year, the AMS process was moving in the right direction but it was still too early to validate the success of acquisition reform." The evaluation made 14 recommendations ranging for the need for better identifying and prioritizing Mission Need Statements to better organization of responsibilities, better development of baseline data, and better planning for future funding needs.

For the third evaluation, the FAA Acquisition Executive tasked the Program Evaluation Branch to review how the agency is doing since acquisition reform. Overall, the evaluation found that procurement efforts were achieving faster awards, competition, and were meeting small business goals. However, FAA was failing to meet its goals for awarding contracts to small businesses owned by socially and economically disadvantaged individuals. The evaluation found that the agency's program results were on track to achieve success in terms of ensuring programs support the FAA mission, deliver planned product performance results, and meet customer needs, but were not on track to meet cost and schedule baselines approved for individual programs. This evaluation supports strategy 11.2.5. f and outcome 3.

## 11.5 External Factors

DOT used four scenarios in the planning process to illustrate how external factors might impact transportation and the Department in the next 30 years. Globalization, demographics, the U.S. Economy and the role of government were the major dimensions of the scenarios. We learned that these and several other factors such as bidding for talent in a boom economy, potential devolution of government services and accompanying decreases in DOT's budget, and major institutional changes resulting from e-government may play a part in our ability to achieve our organizational excellence goals.

### 11.5.1 Political Factors

**Adequate funding is one of the key factors** in DOT's ability to improve the performance of the agency. While funding is no substitute for creative and effective leadership, adequate funding is needed to move the organization to a higher level of performance. For example, in the next few years, DOT will need to make a significant commitment to professional development, to improve its information infrastructure, update the skills of its workforce, attract the next generation of transportation talent, purchase ergonomic workstations, and expand our DOT leadership efforts. Should devolution of the Highway Trust Fund to the states occur, there would be considerably less funding for DOT's services. (Impacts outcomes 1 - 3)

### 11.5.2 Economic Factors

**It will be difficult for DOT to attract and retain the talent needed** to staff the organization if the U.S. economy continues to grow at record levels. In a full employment economy, there are a number of challenging jobs available and better salaries than the Government can offer. It will be incumbent on DOT to redesign its jobs to make them more rewarding and interesting, to use computers rather than people to perform routine tasks, to reinvent unrewarding processes, and to ensure that the bureaucracy does not stifle the creativity of employees especially new workforce entrants. (Impacts outcomes 1 - 3)

### 11.5.3 Information Technology Factors

**Information-related technologies enable the collection, management, integration and distribution of more transportation information** in less time with better fidelity and for broader applications. Because of this, the transportation system will become more dependent on information and information technology, which will make it more susceptible to accidental or deliberate tampering. There will be an increased need for new security measures. Thus, DOT will be called upon to set standards both in the U.S. and internationally, for information system interfaces and electronic safety, security and communications systems. (Impacts outcomes 1 and 3)

## 11.6 Relationship Between Strategic Plan Outcomes and Performance Plan Candidate Measures

Each organizational excellence outcome in this Strategic Plan for 2000-2005 will be supported by one or more performance measures fully developed in DOT's Annual Performance Plans for the fiscal years 2002-2005. There are three new outcomes in this section of the plan. At this writing, we have begun to take steps to develop date for performance measures for each of these outcomes.

DOT's Annual Performance Reports will provide targets, narrative and quantitative information on the extent to which we have achieved each of our organizational excellence outcome goals. Table 11.6 illustrates the relationships between the outcomes in the Strategic Plan and our plans for developing new measures for the 2001-2 Performance Plans.

**Table 11.6 Organizational Excellence Goal, Outcomes and Performance Plan Candidate Measures**

***"Advance the Department's ability to manage for results and innovation"***

| Outcomes | Performance Plan Candidate Measures |
|---|---|
| Improve customer satisfaction<br><br>Improve employee satisfaction and effectiveness<br><br>Improve organizational performance and productivity | Customer Satisfaction<br>Percent satisfied with transportation system performance<br>Percent satisfied with customer service provided by DOT<br><br>Employee Satisfaction and effectiveness<br>TBD: DOT plans to develop measures of employee satisfaction using DOT, OPM, NPR and operating administrations' survey instruments<br><br>Organizational performance and productivity<br>TBD: DOT plans to develop measures based upon administrative records and indices |

## 11.7 Data Capacity

The performance measurement of each of the organizational excellence outcomes requires the development of satisfaction measures and the collection of timely data. The objective is to develop measures that are applicable in both the tracking of overall performance and in informing decision-makers at the program, office, agency and Departmental levels. As a result, data in support of organizational excellence is needed in the areas described below.

**Data Needs for Organizational Excellence**
Resources permitting, DOT will: 1) develop department level, aggregate measures of customer satisfaction; 2) develop comprehensive and comparable program-level measures of customer satisfaction; 3) develop employee satisfaction, measures that encompass overall satisfaction, effectiveness, and organizational performance; and 4) improve data sources addressing the extent to which threats occur to DOT's electronic security for transportation systems.

## 11.8 Cross-Cutting Programs

DOT will continue its high-level partnerships to ensure that research on transportation issues is well coordinated and receives priority attention within the federal government.

### 11.8.1 Innovation, Research, and Development

Goal: Foster long-term and high-payoff transportation research. (Supports outcome 3)
Agencies Involved: DOT/RSPA lead, all DOT operating administrations, Departments of Defense, Energy, and Commerce, National Aeronautics and Space Administration, National Science Foundation, Environmental Protection Agency, National Science and Technology Council, and the National Research Council.